

Leadership Lessons for Operations Project Managers

Operations Project Manager PROSPECT Course
1-5 August 2005

Real World Leadership Issues

- ◆ Modeling Army Values
- ◆ Management vs. Leadership
- ◆ Level V Leadership
- ◆ Situational Leadership
- ◆ Teams and Teambuilding
- ◆ Group Development

Modeling Army Values

Loyalty – Speak well of the Corps

Duty – Respond when called

Respect – Value your teammates

Selfless service – Humility

Honor – Be worthy of honor

Integrity – Be the same all the time

Personal courage – Speak up

Management vs. Leadership

◆ Managers

- Resource focus
- Efficiency focus
- Deal with “Things”
- Do things right
- Technical proficiency
- Tactical

◆ Leaders

- Personal focus
- Motivational focus
- Deal with People
- Do the right thing
- Values model
- Strategic

Level 5 Leadership

Level 5 Level 5 Executive

Builds enduring greatness through a paradoxical blend of personal humility and professional will

Level 4 Effective Leader

Catalyzes commitment to and vigorous pursuit of a clear and compelling vision, stimulating higher performance standards

Level 3 Competent Manager

Organizes people and resources toward the objective and efficient pursuit of predetermined objectives

Level 2 Contributing Team Member

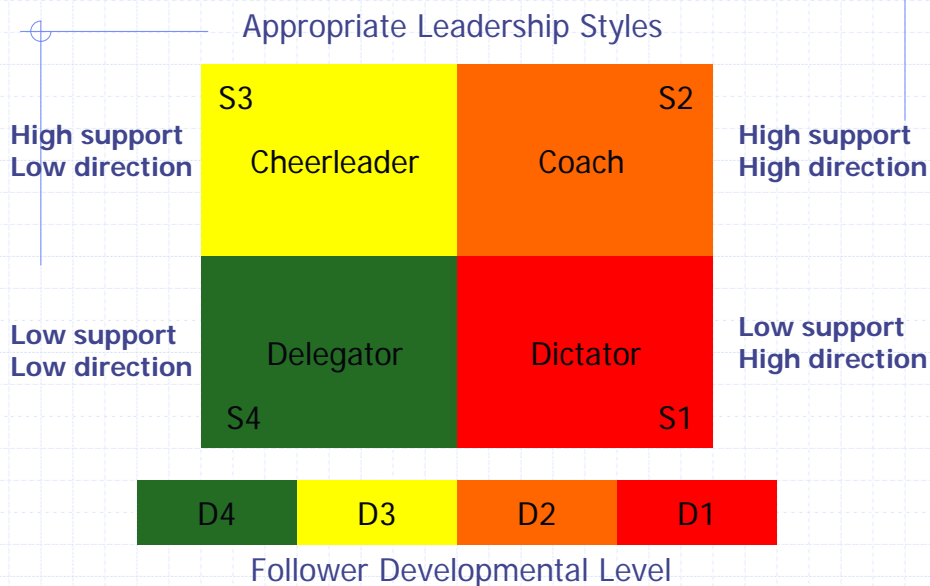
Contributes individual capabilities to the achievement of group objectives and works effectively with others in a group setting

Level 1 Highly Capable Individual

Makes productive contributions through talent, knowledge, skills, and good work habits

* From "Good to Great" by Jim Collins

Situational Leadership



Situational Leadership

- ◆ Is your natural style best in every situation?
If not, what happens when you apply it all the time?
- ◆ What situations demand what styles?
 - New employees
 - New technology
 - Poorly motivated workers
 - Changed missions
 - Seasoned veterans
 - Others

Building the Team

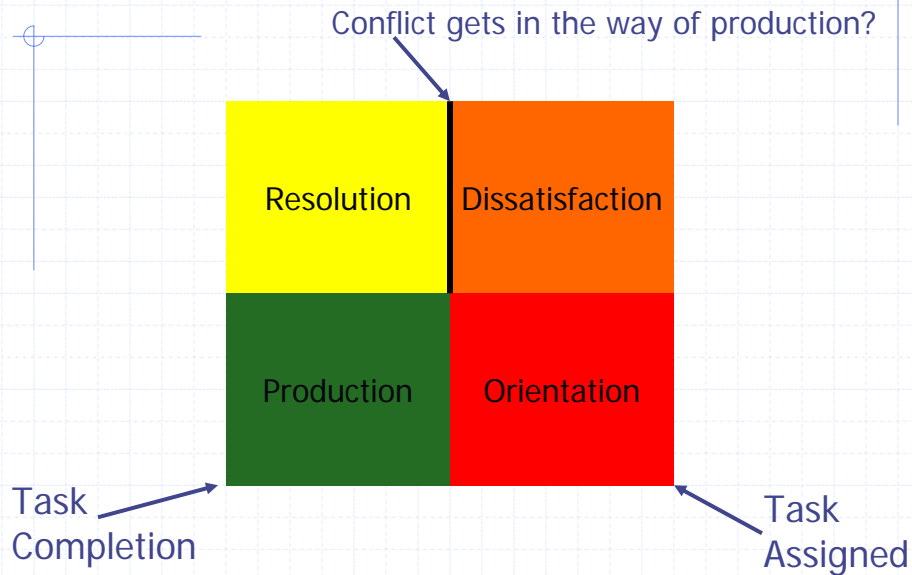
(You can't lead a team until you build it)

Group Development Model

Phases of Group Development

- Forming (orientation)
- Storming (dissatisfaction)
- Norming (resolution)
- Performing (production)

Group Development Model



What sort of leader will I be remembered as?

- ◆ Ethical? – Modeling values
- ◆ Positive? – Building others up
- ◆ Humble? – Caring less about me
- ◆ Visionary? – Preparing for the future
- ◆ Caring? – Considering others needs
- ◆ Effective? – Leading toward excellence
- ◆ One that people want to work for?

Human Resource Management Tips for Operations Project Managers

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Key HR Tools for Supervisors

- ◆ Conflict Resolution
- ◆ Counseling
- ◆ Performance Evaluation
- ◆ Awards
- ◆ Discipline
- ◆ Position Management vs. Classification

Conflict Resolution

- ◆ Conflict is neither good nor bad, it's how you handle it that makes the difference
- ◆ It gets no better with age
- ◆ If your natural style is to avoid conflict, you're in trouble

Components of an Effective Counseling Session

- ◆ Why do we discuss counseling after conflict?
- ◆ Preparation (the most important)
- ◆ Opening
- ◆ Documentation
- ◆ Staying Focused on the Issues
- ◆ Getting Commitment for Improvement
- ◆ Review
- ◆ Follow-up Plan

Performance Evaluation

- ◆ Communications is a must
- ◆ Consistency is imperative
- ◆ Success-based (not failure-based)
- ◆ Timeliness and Compliance w/ Regs
- ◆ Performance and Values
- ◆ Will be very important under NSPS

Awards

- ◆ Awards are Earned not Given
- ◆ Must be provided as close to the act that earned it as possible
- ◆ Two Categories – Cash and Honorary
- ◆ Lots of sources-
 - Corps (district, division, HQ)
 - Army/Defense
 - Other Federal (FEA)
 - Non-Federal
 - Others

Discipline

- ◆ Just like awards, Discipline is Earned not Given
- ◆ Just like awards, it must be effected ASAP after it's earned (DON'T WAIT)
- ◆ Conduct vs. Performance
- ◆ Progressive in nature (Table of Penalties)
- ◆ Call for advice from the experts early
 - Supervisor
 - CPAC
 - OC
- ◆ Douglas Factors

Position Management vs. Classification

- ◆ Don't get the two confused
- ◆ What is position management?
- ◆ It is the OPM's responsibility
- ◆ Takes a lot of work and not easy
- ◆ What is classification?
- ◆ Who has classification authority in your district?
- ◆ On-line tools discussion

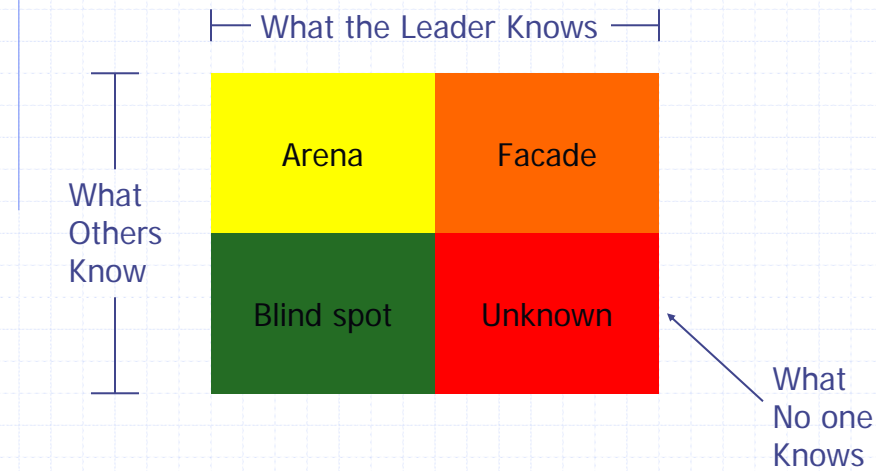
Communications Tips for Operations Project Managers

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The Importance of Communication

- ◆ Information is the life blood of any organization
- ◆ When communication breaks down – the rumor mill kicks in
 - If you don't share information –
 - They'll make it up
- ◆ Communication model (borrowed from the LEAD class)

The Johari Window Communications Model



Increasing the "Arena"

- ◆ Management by walking around
- ◆ Staff meetings
- ◆ Bulletin boards have pretty much been replaced by all staff e-mails
- ◆ Town hall meetings
- ◆ Listening/sensing sessions

Effective communication means less talking and more LISTENING

- ◆ Listening takes time – if you don't have time to listen now, make an appointment
- ◆ Active listening techniques
 - Body language says a lot when listening
 - Reflective listening
 - Paraphrasing
 - Summarizing

Rules for Effective Meetings

- ◆ How many meetings do you attend each week? How many are beneficial?
- ◆ OPMs have the power to improve meetings!
- ◆ Techniques to improve meeting?
 - Publish agenda in advance
 - Set time limits and abide by them
 - Meeting management (maintain control)
 - Wrap-up with assignments
 - Date/time for next meeting?
- ◆ Brainstorming – Use it as a problem solving technique (stick to the rules)



Questions?